

**PSCI 6408W
PUBLIC AFFAIRS MANAGEMENT AND ANALYSIS
Seminar: Tuesdays 2:35 p.m. – 5:25 p.m., C665 LA**

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Office Hours: Tuesdays 10.30 – 1630

Course Objectives:

This seminar course aims principally at analyzing Public Affairs and its **Management**. The course is spatially comparative in the sense that it focuses on both the United States and Canada. In the first part of the seminar, participants are introduced to the distinctiveness of Public Affairs Management to serve as a sound foundation for understanding the various theories and their practice that have evolved in the field. The second part of the course aims at exposing participants to some theories in Public Affairs Management including theories about organization and the bureaucracy, and public management and democracy.

The third part is concerned with the public sector environment, public sector management strategies, leadership and accountability, public sector reform, and ethics in public affairs management. The fourth part aims at the interaction between Society and Public Affairs Management including public opinion and its shaping, public opinion and public policy, communication in public affairs, social marketing, political persuasion, corporate political agency, and salient issues in Public Affairs Management including management of terrorism.

Each participant is required to make some presentations in class. In addition, participants are expected to submit some short summaries from the assigned readings. The short and critical summaries of the main theme and supporting arguments are to be not more than three pages double space on font 12, but professionally written with references to the pages within the particular assigned readings. The summaries should draw attention to questions that can stimulate critical discussions. In the final research essay, participants choose an area of interest for approval by the instructor and write research essays that integrate the assigned readings as part of its literature review. The literature review may include further readings outside the assigned readings. It is to be noted that, at the discretion of the instructor, not all the assigned readings of a session may be used in the class presentations and discussions.

At the end of the course, participants are expected to have gained an understanding of theories in public affairs and how the public sector was managed and is currently being managed in practice. The skills so acquired may enable participants to proceed on

further studies and research in the field or to be applied to advantage while working in any area of public affairs management.

Text:

No one textbook has been found adequate in covering what is broadly required in this course. For this reason, assigned readings have been selected from a wide range of books. However, the following books which do not cost much are required.

Required Text

David Johnson *Thinking Government*, Peterborough: 2002, ISBN 1-55111-319-8

Les Samuelson and Wayne Antony eds. *Power and Resistance: Critical Thinking About Canadian Social Issues*, Halifax: Fernwood Publishing, 2003, ISBN 1-55266-106-7.

The wide range of books from which the assigned readings have been selected implies that the class, as a group, must compile the rest of the assigned readings as course pack and share the cost for doing so.

Grading

Reading Summaries	30%	Due one week before each session.
Class Participation	30%	
Final Research Essay	40%	Due March 19, 2001.

The Research Essay: The research essay of not more than 20 pages should reflect research into the area of choice, a clear thesis supported by relevant arguments, and demonstrate critical analysis, creativity and originality.

Class Participation: Participation marks include attendance, presentations, active contribution to discussions and discipline. Attendance in class will be recorded at random. Self-discipline is very important in a seminar for, without it, there is likely to be a breakdown of order. It is to be noted that marks may be deducted for unacceptable behaviour.

Participants are to note that in a seminar, the instructor need not give any lectures but might provide necessary guidance and comments. Participants will be divided into groups. The group size and number of groups will depend upon the size of the class. Each group will select a leader who will divide the assigned readings among the members of the group and lead the class during the seminar. Each member of a group will summarize the reading assigned to him/her in an **essay form** with appropriate references to pages in the relevant assigned readings for the session and prepare questions to stimulate **critical** discussions. The references will be found very useful later when revising and preparing to write the research essay.

The critical summaries with the stimulating questions are to be distributed in class one week before the seminar to enable adequate preparation for the seminar discussions. During the seminar, the leader will introduce the class to the central themes of the assigned readings for the session. Each member shall then render a presentation on the reading assigned to him/her. This will be followed by each member of the group, in turn, being invited by the leader to ask the class some questions picked from the list of questions in the previously submitted summaries. Occasionally, the instructor may intervene to clarify some points. At the end of the seminar, the leader will summarize the main points of the discussion. Members of the group may fill in any gaps left out by the leader.

Marks will be awarded for **originality and critical thinking**. Presentation and discussion marks will be awarded on group as well as individual basis, and for this reason, participants are advised to ensure a thorough grasp of the assigned readings for each session and to refrain from shyness. It is to be noted that attendance has an effect on participation for one cannot get a participation mark when one is absent. Participants are advised, therefore, to attend every session.

COURSE OUTLINE AND READINGS

Given the dynamic nature of the literature on Theory and Practice of Public Affairs Management and Analysis, the course outline and associated readings may be assumed as tentative only. At the discretion of the instructor some changes may be made. The readings have been selected not to overburden, but to enable the student acquire a broad spectrum of the views expressed in the literature. Reading fast but effectively is the motor of academic success. Before venturing to read the whole, students are advised to read the introduction, the conclusion, and the major divisions of an assigned reading to unearth the main theme, the relative importance, and the relevance of each section to the main theme. By reading the more important sections and glancing through the relatively less important ones for additional information, the student can save much reading time.

PART 1 INTRODUCTION

Session 1. Introducing Public Affairs Management and its Competing Ideologies (January 10)

David Johnson, "Competing Ideologies of Government and Public Service" *Thinking Government*, Peterborough: Broadview Press, 2002, Chapter two.

David Rosenbroom and Robert Kravchuk "The Practice and Discipline of Public Administration: Competing Concerns" *Public Administration: Understanding Management, Politics, and Law in the Public Sector*, New York: McGraw Hill, 2002, Chapter 1.

Jay Shafritz and E. Russell “Defining Public Administration” in *Introducing Public Administration*, New York: Longman, 1999, Chapter 1.

David Beethan “Introduction” and “Models of Bureaucracy” *Bureaucracy* Minneapolis: University of Minnesota Press, 1987, Chapters 1-2

PART 2

THE CORE FUNCTIONS OF PUBLIC ADMINISTRATION AND MANAGEMENT

Session 2 Theories About Structure, Process and Decision-Making

(January 17)

David Rosenbroom and Robert Kravchuk “Organization: Structure and Process”, “Decision-Making”, *Public Administration: Understanding Management, Politics, and Law in the Public Sector*, New York: McGraw Hill, 2002, Chapter 4, 7.

David Johnson “Ministries, Deputy Ministers, and Cabinet Decision-Making Systems”, “Theory of Organizational Design and Management Decision-Making” *Thinking Government*, Peterborough: Broadview Press, 2002, Chapters 4-5.

Michael Hewlett & M. Ramesh “Public Policy Decision-Making: Beyond Rationalism and Incrementalism” *Studying Public Policy: Policy Cycles and Policy Subsystems*, Don Mills: Oxford University Press, 2003, Chapter 7.

Christopher Ham and Michael Hill “Power and Decision-Making”, Rationality and Decision-Making” *The Policy Process in the Modern Capitalist State*, Toronto: Harvester Wheatsheaf, 1984, Chapters 4-5.

Eva Etzioni-Halevy “Classical Theories” *Bureaucracy and Democracy, A Political Dilemma*, London: Routledge & Kegan Paul, 1985, Chapters 1-2.

Eva Etzioni-Halevy “Modern Theories” *Bureaucracy and Democracy, A Political Dilemma*, London: Routledge & Kegan Paul, 1985, Chapters 3-6.

Session 3 Comparative Personnel Administration

(January 24)

David Rosenbroom and Robert Kravchuk “Public Personnel Administration and Collective Bargaining”, *Public Administration: Understanding Management, Politics, and Law in the Public Sector*, New York: McGraw Hill, 2002, Chapter 5.

David Johnson “Public Personnel Management”, “Representative and Equitable Public Service”, *Thinking Government*, Peterborough: Broadview Press, 2002, Chapters 8, 9.

Hal G. Rainey “Assessing Past and Current Personnel Reforms” in Guy Peters & Donald Savoie edited, *Taking Stock*, Montreal & Kingston: McGill-Queen’s University Press, p 187-220.

Janet M. Lum and A. Paul Williams “Out of Sync with “Shrinking State?” Making Sense of the Employment Equity Act (1995), in Mike Burke, Colin Mooeres and John Shields eds. *Restructuring and Resistance: Canadian Public Policy in an Age of Global Capitalism*, Halifax: Fernwood Publishing, 2000, Chapter 9.

Anver Salojee “Containing Resistance: The Neoliberal Boundaries Employment Equity” in Mike Burke, Colin Mooeres and John Shields eds. *Restructuring and Resistance: Canadian Public Policy in an Age of Global Capitalism*, Halifax: Fernwood Publishing, 2000, Chapter 14.

Session 4 Budgeting and Finance **(January 31)**

David Rosenbroom and Robert Kravchuk “Budgeting and Finance”, *Public Administration: Understanding Management, Politics, and Law in the Public Sector*, New York: McGraw Hill, 2002, Chapter 6.

David Johnson “Public Sector Financial Management”, and “Dealing with Deficits and Post-Deficit future” *Thinking Government*, Peterborough: Broadview Press, 2002, Chapters 6-7.

Naomi Caiden “A New Generation of Budget Reforms” in Guy Peters & Donald Savoie edited, *Taking Stock*, Montreal & Kingston: McGill-Queen’s University Press, p 252-284.

Peter Leslie “The Economic Framework: Fiscal and Monetary Policy” in Andrew Johnson and Andrew Stritch edited *Canadian Public Policy*, Toronto: Copp Clark, 1997, Chapter 2.

Leslie Pal “ Policy Design” *Beyond Policy Analysis*, Scarborough: ITP Nelson, 1997, Chapter 4.

PART 3
THE PUBLIC SECTOR ENVIRONMENT AND
PUBLIC SECTOR MANAGEMENT

Session 5 Theories About Public Policy and Institutions
(February 7)

Leslie A. Pal “Policy Analysis: Concepts and Criticisms”, “Policy Communities and Networks” *Beyond Policy Analysis*, Scarborough: ITP Nelson, 1997, Chapters 1,6.

Guy Peters “The Policy Process: An Institutional Perspective”, and Michael M. Atkinson and William D Coleman “Policy Networks, Policy Communities and Problems of Governance” in V. Subramaniam and Jon Alexander edited, *Comparative Public Policy Reader*, New Delhi: Ajanta Publications, 1999, Chapters 2, 4.

Stephen Brooks and Lydia Miljan “Theories of Public Policy” *Public Policy in Canada: An Introduction*, Don Mills: Oxford University Press, 2003, Chapter 2.

Michael Hewlett & M. Ramesh “Approaches to Public Policy”, “Policy Actors and Institutions”, and “Policy Communities and Policy Networks” *Studying Public Policy*, Don Mills: Oxford University Press, 2003, Chapters 2-3,6.

Andrew Johnson and Andrew Stritch edited “Introduction: Political Parties, Globalization, and Public Policy” *Canadian Public Policy*, Toronto: Copp Clark, 1997, Chapter 12.

Session 6 Bureaucracy, Policy Implementation and Democratic Dilemma
(February 14)

Eva Etzioni-Halevy “Bureaucratic Power - A Democratic Dilemma” *Bureaucracy and Democracy, A Political Dilemma*, London: Routledge & Kegan Paul, 1985, Chapter 7.

David Beethan “Theories of Bureaucratic Power” and “Bureaucracy and Democratic Theory” *Bureaucracy* Minneapolis: University of Minnesota Press, 1987, Chapters 3-4.

Christopher Ham and Michael Hill “Bureaucrats in the Policy Process”, Rationality and Decision-Making” *The Policy Process in the Modern Capitalist State*, Toronto: Harvester Wheatsheaf, 1984, Chapter 8.

David Rosenbroom and Robert Kravchuk “Public Administration and Democratic

Constitutionalism”, *Public Administration: Understanding Management, Politics, and Law in the Public Sector*, New York: McGraw Hill, 2002, Chapter 11.

Hugh Mellon “Politics and Administration: Separate, Connected or Integrated ?” in Martin W. Westmacott and Hugh P. Mellon edited *Public Administration and Public Policy*, Scarborough: Prentice Hall, 1999, p 3-18.

Ralph P. Hummel “Bureaucracy as Polity” *The Bureaucratic Experience*, New York: St. Martin’s Press, 1977, Chapter 5.

Michael Hewlett & M. Ramesh “Policy Implementation: Policy Design and Implementation Styles”, “Policy Evaluation” *Studying Public Policy*, Don Mills: Oxford University Press, 2003, Chapters 8,9.

Stephen Brooks and Lydia Miljan “Policy Implementation” *Public Policy in Canada: An Introduction*, Don Mills: Oxford University Press, 2003, Chapter 4.

Leslie A. Pal “Implementation ”, “Evaluation” *Beyond Policy Analysis*, Scarborough: ITP Nelson, 1997, Chapters 5,7.

Session 7 Leadership and Accountability (February 28)

David Johnson, “Public Sector Accountability: Responsibility, Responsiveness, and Ethics ”, “Public Sector Management: The Challenge of Leadership” *Thinking Government*, Peterborough: Broadview Press, 2002, Chapters 12-13.

Martin Westmacott and Hugh Mellon “Politics, Accountability, and Government Administration” in *Public Administration and Policy: Governing in Challenging Times*, op.cit, Chapter II.

Gregory Inwood “Public Administration and Accountability” in *Understanding Public Administration: An Introduction to Theory and Practice*. Op.cit. Chapter 1

Jay Shafritz and E. Russell “Leadership and Accountability” in *Introducing Public Administration* op. cit, Chapter 9.

Guy Peters and Donald Savoie “The Changing Nature of Accountability” in *Taking Stock: Assessing Public Sector Reforms*, Montreal: McGill-Queens University Press, pp 348-393.

Session 8 Federalism, Cultural and Corporate Environment and Management (March 7)

David Johnson “Institutions of Governance: The Environment of Public Sector Management” *Thinking Government*, Peterborough: Broadview Press, 2002, Chapter 3.

David Rosenbroom and Robert Kravchuk “Federalism and Intergovernmental Relations: The structure of the American Administrative State, *Public Administration: Understanding Management, Politics, and Law in the Public Sector*, New York: McGraw Hill, 2002, Chapter 3.

Patric Malcomson and Richard Myers “Federalism” *The Canadian Regime*, Peterborough: Broadview Press, 2002, Chapter 4.

Jay Shafritz and E. Russell “The Political and Cultural Environment of Public Policy and its Administration” and “ Strategic Management in the Public Sector” *Introducing Public Administration*, op.cit., Chapter 2, 8.

Stephen Brooks “Federal-Provincial Relations” , “The Decline of New Centrism” in Andrew Johnson and Andrew Stritch edited *Canadian Public Policy*, Toronto: Copp Clark , 1997, Chapter 12.

Harry Glasbeek “An Ill –Assorted Trio: Capitalism, The Market and the Corporation”, “The Small is Beautiful Campaign”, “The Small and the Ugly”, “The Undemocratic Innards of the Large Corporation” , “When Big Corporations Speak, Governments Listen” and “Government in their Own Image: Corporations and Political Power.” *Wealth By Stealth: Corporate Crime, Corporate Law and the Perversion of Democracy*, Toronto: Between the Lines, 2002, Chapters 2-4,6-7,13

Gregory J. Inwood “Federalism, Globalization and the (Anti-) Social Union” in Mike Burke, Colin Mooeres and John Shields edited *Retructuring and Resistance: Canadian Public Policy in an Age of Global Capitalism*, Halifax: Fernwood Publishing, 2000, Chapter 10.

Session 9 Managing Diversity **(March 14)**

Kenneth McMcRoberts “Conceiving Diversity: Dualism, Multiculturalism, and Multinationalism” in Francois Rocher & Miriam Smith edited *New Trends in Canadian Federalism*, Peterborough: Broadview Press, 2003, Chapter 4.

Les Samuelson and Wayne Antony eds. “Aboriginal Economic Development and the Struggle for Self-Government” and “From Solution to Problem: Multiculturalism and Race Relations *Power and Resistance: Critical Thinking About Canadian Social Issues*, Halifax: Fernwood Publishing, 2003, Chapter 4-6 .

Jill Vickers “Foundational “Race” Regimes” and “Claiming Justice: The Approaches to Change in the Politics of Race” *The Politics of Race*, Ottawa: The Golden Dog Press, 2002.

Lisa Marie Jakubowski *Immigration and the Legalization of Racism*, Halifax: Fernwood Publishing, 1997, Chapters 1-6.

Kathy Brock “Aboriginal People: First Nations”, and “Strengthening Society II: Immigration Policy” in Andrew Johnson and Andrew Stritch edited *Canadian Public Policy*, Toronto: Copp Clark , 1997, Chapters, 7, 9.

Frances Abele and Michael J. Prince “Aboriginal Governance and Canadian Federalism: A To-Do List for Canada” in Francois Rocher & Miriam Smith edited *New Trends in Canadian Federalism*, Peterborough: Broadview Press, 2003, Chapter 6

Session 10 Government Size, Neo-liberal Reforms, and Globalization Issues (March 21)

Max Neiman “Macro-Deterministic Explanations of Government Growth”, “Public Choice Explanations of Government Size and Growth” and “ For Whom the Evidence Matters” *Defending Government: Why Big Government Works*, Upper Saddle River: Prentice-Hall, 2000, Chapters 3,4,5.

Jay Shafritz and E. Russell “Managerialism and Performance Management” *Introducing Public Administration*, op.cit., Chapter 7.

John Shields and B. Mitchell Evans “Public Sector Change and the Crisis of Governance”, “the Politics and Public Administration of Restraint”, “Re-engineering the Public Sector: The Theory and Political Economy of Neoliberal Public Administration”, “Praxis of Neoliberal Public Administration” and “Downloading and the Public Sector” *Shrinking the State: Globalization and Public Administration Reform*, Halifax: Fernwood Publishing, 1998, Chapters 1-5.

David Johnson, “Contemporary Issues in Management Reform” *Thinking Government*, Peterborough: Broadview Press, 2002, Chapter 11.

Guy Peters and Donald Savoie “ Managerialism Revisited” and “Restructuring Government for the Management and Delivery of Public Services” in *Taking Stock: Assessing Public Sector Reforms*, op.cit., pp 348-393.

PART 4

Session 11 Persuasive Communication, Political and Social Marketing, Public Opinion, and the Media

(March 28)

Mike Burke, Colin Mooeres and John Shields eds. "Communication Policy in a Global Age" *Restructuring and Resistance: Canadian Public Policy in an Age of Global Capitalism*, Halifax: Fernwood Publishing, 2000, Chapter 10.

Michael Kahan "Introduction: Media, the State, and the Individual", "Media", "Parties", "Voting: Changing Forms of Participation", and "Turnout and Generational Change" *Media as Politics: Theory, Behaviour, and Change in America*. Upper Saddle River: Prentice-Hall, 1999, Chapter 1-5.

Garth S Jowett and Victoria O'Donnell "What is Propaganda and How does it Differ from Persuasion" and "How Propaganda Works in Modern Society" *Propaganda and Persuasion*, Newbury Park; London; New Delhi: Sage Publications, 1992.

David Kenamer "Public Opinion, the Press, and Public Policy: An Introduction", "Who Sets the Media Agenda? The Ability of Policymakers to Determine News Decision", and "The News Media and Public Policy Agendas" *Public Opinion, the Press, and Public Policy*, Westport: Praeger, 1992, Chapters 1, 5, 6 Hint: Library Floor 4 Call # N90.P8P85

Michael Pfau and Roxanne Parrot "Nature of Persuasive Communication Campaigns", "Using the Media", "Political Campaigns" and "Social Action Campaigns", *Persuasive Communication Campaigns*, Toronto: Allyn and Bacon, 1993, Chapters 1, 11, 13-14.

Patric Malcomson and Richard Myers "Interest Groups, Public Pinion and Democratic Citizenship" *The Canadian Regime*, Peterborough: Broadview Press, 2002, Chapter 11.

Session 12 Special Issues, Applications and Case Studies in Public Affairs Management

(April 4)

Terrorism

Jonathan Barker *The No-Nonsense Guide to Terrorism*, Toronto: Between the Lines, Chapters 1-5.

Frederick H. Gareau “The Roots of the War on Terrorism”, “The War on Terrorism” and “Conclusions and Recommendations” *State Terrorism and the United States: From Counterinsurgency to the War on Terrorism*, London: Zed Books, 2004, Chapters 8-10 .

Noam Chomsky “Thought Control: The Case of the Middle East”, “Middle East Terrorism and the American Ideological System” and “The World after September 11” *Pirates and Emperors, Old and New*, Toronto: Between the Lines, 2002, Chapters 1-2, 6.

Thomas J. Baley edited “The Concept of Terrorism”, “Causes of Terrorism,” “Strategies and Tactics of Terrorism” in *Violence and Terrorism*, Sixth Edition , 03/04, Guilford: McGraw-Hill, 2003, Units 1-3.

Policy Issues

Stephen McBride “Investing in People: Labour Market Policy” , Andrew Stritch “An Innovative Economy: Science and Technology Policy” , Michael Howlett “Sustainable Development: Environmental Policy”, Geoffrey R. Weller “Strengthening Society I: Health Policy” , Andrew F. Johnson “Strengthening SocietyIII: Social Security” and W. Andy Knight “Foreign Policy: Coping with a Post-Cold War Environment” in Andrew Johnson and Andrew Stritch edited *Canadian Public Policy*, Toronto: Copp Clark , 1997, Chapters 3-6, 8, 10.

Leslie A. Pal “Conclusions” *Beyond Policy Analysis*, Scarborough: ITP Nelson, 1997, Chapters 8.

Applications and Case Studies

David Camfield “Assessing Resistance in Harris Ontario” , 1995-1999” in Mike Burke, Colin Mooeres and John Shields eds. *Restructuring and Resistance: Canadian Public Policy in an Age of Global Capitalism*, Halifax: Fernwood Publishing, 2000, Chapter 15.

Henry Jacek “Interest Mediation: The Case of the Chemical Industry” in V. Subramaniam and Jon Alexander edited, *Comparative Public Policy Reader*, New Delhi: Ajanta Publications, 1999, Chapter 7.

Jim Silver “Persistent Poverty and the Push for Community Solutions” , Errol Black “ Jobs, Jobs, Jobs: Unemployment, Labour Market Insecurities, and the Subordination of Labour” , Pat Armstrong “Privatization as Health-Care Reform and its impact on Women” in *Power and Resistance*, Halifax: Fernwood Publishing, 2003, Chapters 7, 9,13.

Academic Accommodations

For Students with Disabilities: Students with disabilities requiring academic accommodations in this course are encouraged to contact the Paul Menton Centre (PMC) for Students with Disabilities (500 University Centre) to complete the necessary forms. After registering with the PMC, make an appointment to meet with the instructor in order to discuss your needs **at least two weeks before the first in-class test or CUTV midterm exam**. This will allow for sufficient time to process your request. Please note the following deadlines for submitting completed forms to the PMC for formally scheduled exam accommodations: **November 7th, 2005** for fall and fall/winter term courses, and **March 10, 2006** for winter term courses.

For Religious Observance: Students requesting accommodation for religious observances should apply in writing to their instructor for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student. Instructors and students may contact an Equity Services Advisor for assistance (www.carleton.ca/equity).

For Pregnancy: Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a *letter of accommodation*. Then, make an appointment to discuss your needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Plagiarism: The Undergraduate Calendar defines plagiarism as: "to use and pass off as one's own idea or product, work of another without expressly giving credit to another." The Graduate Calendar states that plagiarism has occurred when a student either: (a) directly copies another's work without acknowledgment; or (b) closely paraphrases the equivalent of a short paragraph or more without acknowledgment; or (c) borrows, without acknowledgment, any ideas in a clear and recognizable form in such a way as to present them as the student's own thought, where such ideas, if they were the student's own would contribute to the merit of his or her own work. Instructors who suspect plagiarism are required to submit the paper and supporting documentation to the Departmental Chair who will refer the case to the Dean. It is not permitted to hand in the same assignment to two or more courses. The Department's Style Guide is available at: www.carleton.ca/polisci/undergrad/styleguide.pdf

Oral Examination: At the discretion of the instructor, students may be required to pass a brief oral examination on research papers and essays.

Submission and Return of Term Work: Papers must be handed directly to the instructor and will not be date-stamped in the departmental office. Late assignments may be submitted to the drop box in the corridor outside B640 Loeb. Assignments will be retrieved every business day at 4 p.m., stamped with that day's date, and then distributed to the instructor. For essays not returned in class please attach a **stamped, self-addressed envelope** if you wish to have your assignment returned by mail. Please note that assignments sent via fax or email will not be accepted. Final exams are intended solely for the purpose of evaluation and will not be returned.

Approval of final grades: Standing in a course is determined by the course instructor, *subject to the approval of the Faculty Dean*.

Course Requirements: Students must fulfill all course requirements in order to achieve a passing grade. Failure to hand in any assignment will result in a grade of F. Failure to write the final exam will result in a grade of ABS. FND (Failure – No Deferred) is assigned when a student's performance is so poor during the term that they cannot pass the course even with 100% on the final examination. In such cases, instructors may use this notation on the Final Grade Report to indicate that a student has already failed the course due to inadequate term work and should not

be permitted access to a deferral of the examination. Deferred final exams are available ONLY if the student is in good standing in the course.

Connect Email Accounts: The Department of Political Science strongly encourages students to sign up for a campus email account. Important course and University information will be distributed via the Connect email system. See <http://connect.carleton.ca> for instructions on how to set up your account.